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17 September 1971

MEMORANDUM FOR: All FMSAC Employees

SUBJECT: Performance Appraisal

25X1 1. Based upon FMSAC Career Service Panel findings and FMSAC management review, it is evident that considerable escalation and inflation of fitness report ratings exists. In such a situation the usefulness of fitness reports is significantly reduced. Examination of the overall performance rating of the last fitness reports of record for approximately [] FMSAC personnel in professional positions provides graphic evidence of the situation. Four to five per cent of the professional staff have been rated Outstanding; two-thirds have been rated Strong; and about one-third have been rated Proficient. None were considered to have an overall performance which is "deficient in some aspects," i.e., Marginal, or lower, in the opinion of the rater.

2. "Proficient" or synonyms of it connote a quality of considerable to extreme competence in a given line of endeavor. Performance designated as "Proficient" in the fitness report system should communicate the same message. If performance is characterized by exceptional proficiency, then, by definition, an evaluation of "Strong" is the fair one. Likewise, if performance is deficient in some aspects, the appropriate rating is "Marginal." It is fundamental that FMSAC supervisors adhere to these basic guidelines and instructions of the CIA fitness reporting system. Ad hoc, local interpretation and other devices which tend to diminish the value of fitness reports are to be avoided.

3. The interest of all FMSAC supervisors is in providing candid, meaningful performance appraisals. This is recognized as a difficult and demanding objective. As steps toward achieving this, all FMSAC supervisors who were available to attend participated in a Performance Appraisal Workshop on 9 and 10 September where ways and means of accomplishing more meaningful performance appraisals were examined in some detail. The remaining supervisors will attend other runnings of the workshop in the near future.

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4. Those supervisors who participated in the workshop believe that they have become aware of some of the major problems associated with performance appraisal, the difficulties involved in accurately evaluating the performance of employees and the need to improve our system of preparing fitness reports. We anticipate that the discussions within the workshop and the resulting ideas will benefit all of FMSAC and that the supervisors will strive to make significant improvements in their employee evaluations.

5. In addition, we believe that non-supervisory personnel need a better understanding of the fitness reporting system. Based on the workshop discussions, FMSAC will try to develop with OTR a similar series of workshops on performance appraisal for non-supervisory personnel.

6. We anticipate the establishment of more candid and meaningful fitness reports and other official records. In order to ensure proper interpretation of official records, a copy of this notice is being made a part of the official personnel file of all FMSAC personnel.



DAVID S. BRANDWEIN

Director

Foreign Missile and Space Analysis Center

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